MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2019/ 2020

BMG1014 – MANAGEMENT

(All sections)

6 MARCH 2020
9.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question Paper consists of **THREE** parts and 6 pages (*including* this cover page).

2. Please answer ALL questions. Write your answers (including the MCQ answers in the Answer Booklet)
   - **Part A:** Multiple Choice Questions (30 marks)
   - **Part B & C:** Structured Questions (70 marks)

Instructions: Answer ALL questions.

Part A: Multiple Choice Questions. (30 marks)

1. Goals are different from plans because _____.
   A. goals identify specific steps that the organization needs to achieve, and plans identify the overall mission of the organization
   B. goals describe financial objectives, and plans describe objectives related to social responsibility
   C. goals are important only for small companies, and plans are important only for large companies
   D. goals are desired outcomes, and plans describe how those outcomes will be accomplished

2. Which one of the following would be a well-written goal for an online retailer operating in a volatile business environment?
   A. To minimize costs, maximize profits, and maximize return on investment.
   B. To accelerate our growth to the maximum possible level over the next three years.
   C. To achieve a 25 percent growth in revenue, which is defined as the number of items sold multiplied by their price.
   D. To invoice merchandise worth $200,000, every month, for the next three years.

3. Patrick expects each person he hires for his online business to be involved in studying trends involving new technology, competitors, and customers. These employees are involved in _____.
   A. external analysis
   B. internal analysis
   C. economic analysis
   D. industry analysis

4. Bella Vista Clothing targets teenage girls with a range of affordable ready-to-wear clothing. The company is opening two new outlets, as sales have been excellent. Which one of the following represents a strength for the company?
   A. The company's in-house designers have a knack for identifying and popularizing fashion trends.
   B. Disposable income is rising and consumers will have more money to spend on clothes.
   C. Bella Vista has excess production capacity.
   D. A long-time competitor recently went out of business and Bella Vista can cut down on its advertising budget.

Continued...

5. Hendricks Ceramics sells items it buys from ceramic factories. If it were to purchase one of these factories, it would be engaging in _____ integration.
   A. forward vertical
   B. backward vertical
   C. horizontal
   D. concentrated

6. In the Boston Consulting Group (BCG) matrix, a business unit that has a low anticipated growth rate but a high market share is known as a _____.
   A. cash cow
   B. star
   C. dog
   D. question mark

7. Joan needs to eliminate some employees for a short while. She and her managers identify those employees who are not meeting performance expectations and explain that this termination is temporary but they are encouraged to seek other positions elsewhere. How is Jane trying to reduce the size of the workforce here?
   A. firing
   B. layoffs
   C. reduced workweeks
   D. early retirements

8. Pat is very happy with her team of 15 customer care representatives who have all been consistently performing well. Customer feedback was impressive and Pat is planning to give them good bonuses this time around. As a manager, Pat believes it is important to let her subordinates know when she is happy with their work. She does so, and also calls a meeting to discuss what they can do to improve further. Pat is using communication for _____.
   A. decision making
   B. negotiation
   C. motivation
   D. expressing emotion

9. Deb has a high-pitched, childish-sounding voice. Her colleagues tend to avoid her and cringe when she speaks in department meetings. To improve her career success, Deb should _____.
   A. adjust her body language to be more welcoming
   B. submit her comments in writing after the meeting
   C. send a substitute to the meetings
   D. work on her verbal intonation to lower her voice pitch

Continued...

10. Ulysses has difficulty staying focused during conversations, especially long "speech" type comments from the speaker. This is likely because _____.
    A. Ulysses, like most listeners, can understand more words per minute than most talkers speak
    B. he already knows what the speaker is going to say next and is forming his response in his mind
    C. he strongly disagrees with the speaker
    D. he is not interested in the conversation topic

11. Research by Fiedler uncovered three contingency dimensions that define the key _____.
    A. situational factors for determining leader effectiveness
    B. follower factors for determining leader effectiveness
    C. leader behavior factors for determining leader effectiveness
    D. situational factors for determining follower effectiveness

12. Jeremy is not in the habit of deciding everything on his own. He involves his team in the decision-making process as much as possible. He believes in communicating clearly and is always ready to help his team to get the best out of them. Jeremy's leadership style will be classified as which one of the following?
    A. telling
    B. selling
    C. participating
    D. delegating

13. Bill expects his employees to wonder "What's in it for me?" when he assigns extra tasks to them, so he is ready with an answer about the reward for their work. Bill is a(n) _____ leader.
    A. situational
    B. transformational
    C. transactional
    D. charismatic

14. An organization hires additional personnel as soon as they get a major contract. The organization is using _____ control.
    A. feedforward
    B. concurrent
    C. feedback
    D. management

Continued...

15. Control techniques can be quite different for different countries. The differences are primarily in the _____.
    A. types of tasks that employees perform in various countries
    B. way employees respond to the controlling measures
    C. strategic orientation of each technique
    D. measurement and corrective action steps of the control process

Part B: The World of Management in the 21st Century. (30 marks)

Coca-Cola named worst plastic polluter for second year in a row by environmental group

Olivia Petter
Thursday 24 October 2019

Coca-Cola has been named the worst company for plastic pollution for the second year running by an environmental pressure group.

The global beverages brand came out top in a list of the top-polluting companies worldwide published by Break Free From Plastic.

In September, the organisation conducted 484 beach cleanups in more than 50 countries.

The group found that 11,732 pieces of plastic collected during the cleanups were from Coca-Cola products, an amount that was more than the next top three global polluters combined.

In response to the report, Coca-Cola said it would address this "critical global issue".

Nestle and PepsiCo came in second and third place behind Coca-Cola in the report.

The other companies included in the top 10 list of polluters were Mondelēz International, Unilever, Mars, P&G, Colgate-Palmolive, Phillip Morris, and Perfetti Van Melle.

Von Hernandez, global coordinator at Break Free From Plastic, said: "This report provides more evidence that corporations urgently need to do more to address the plastic pollution crisis they've created.

Source: Petter, O. (2019). Retrieved from https://www.independent.co.uk/life-style/coca-cola-pollution-plastic-environment-coke-a9168921.html

1. List and discuss the impacts of plastic packaging has had on Coca-Cola's **THREE (3)** stakeholders. (12 marks)

2. Explain the **FOUR (4)** approaches that organizations can take with respect to environmental issues and going green. (8 marks)

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3. Coca-Cola decides to 'go green'. It means that the company's goal and direction has changed. This will surely encounter some resistance to change. As a manager, suggest **FOUR (4)** techniques to reduce your employees' resistance to change? (10 marks)

Part C: Planning, Organizing, Leading and Controlling. (40 marks)

1. Discuss the **THREE (3)** types of corporate strategies. (9 marks)

2. List and discuss the **FOUR (4)** contingency variables that should be considered while designing an appropriate organizational structure. (8 marks)

3. In order to understand the employees, communication plays a vital role. Discuss the **FOUR (4)** functions of communication in an organization. (8 marks)

4. What are the **TWO (2)** communication challenges that new technology has created? (3 marks)

5. List and explain the steps, processes, and best practices managers typically utilize in the control process. Provide examples. (12 marks)

End of Paper